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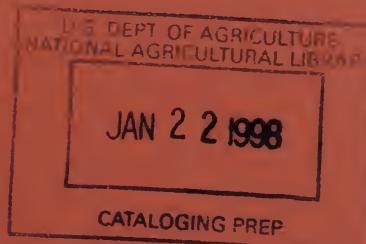
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*Farmer Coop  
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# COOPERATIVES in AGRIBUSINESS



FARMER COOPERATIVE SERVICE • U. S. DEPARTMENT OF AGRICULTURE

FARMER COOPERATIVE SERVICE  
U.S. DEPARTMENT OF AGRICULTURE  
WASHINGTON, D.C. 20250

Farmer Cooperative Service conducts research; advises directly with cooperative leaders and others; promotes cooperative organization and development through other Federal and State agencies; and publishes results of its research, issues News for Farmer Cooperatives, and other educational material.

This work is aimed (1) to help farmers get better prices for their products and reduce operating expenses, (2) to help rural and small-town residents use cooperatives to develop rural resources, (3) to help these cooperatives expand their services and operate more efficiently, and (4) to help all Americans understand the work of these cooperatives.

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## **Cooperatives In Agribusiness**

The life of every American is touched at some time or other by cooperative enterprise. Latest figures published by Farmer Cooperative Service show that some 8,500 farmer cooperatives providing marketing, purchasing, and related services did a gross business of \$19.6 billion in the fiscal year 1964-65. Cooperatives marketed about 25 percent of all agricultural products, and provided about 20 percent of all farm production supplies used on farms in the year in question.

But these figures don't begin to tell the story of the contribution of cooperative action to rural America. Some 25 percent of all irrigated farmland is supplied water by 7,700 mutual irrigation associations. Over 50 percent of all the fire insurance coverage on farm buildings in the United States is carried by some 1,600 farmers' mutual fire insurance companies.

Sheep and cattle producers, working through about 1,400 grazing associations, use certain public lands for grazing livestock.

Dairy farmers have organized about 1,500 dairy herd improvement associations. Five million rural homes get electric power from 1,000 rural electric cooperatives.

Specialized farm credit tailored to rural needs and abilities is provided through almost 1,200 credit cooperatives comprising the Farm Credit System. And 800 rural credit unions provide savings and loan services to many thousands of members.

In sum, over 23,000 separate cooperative organizations, including categories not mentioned here, serve the needs of rural America and at least indirectly serve all America.



## **How Agribusiness Co-ops Affect You**

Have you ever counted the services and products you receive from cooperatives?

Did you eat a Sunkist orange for breakfast, or did you start your day with a glass of Welch's grape juice? You may have spread your toast with Land O'Lakes butter. Did you know that all of these brands of such widely different foods have one thing in common? Each of them is the brand of a cooperative.

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Have you seen the initials CPA, PCA, or MFA? These are the initials of cooperatives, too.

A cooperative is a form of business firm. It physically resembles any other firm which does the same type of things or performs similar services. It looks about the same. It employs about the same kind of personnel in similar jobs. It usually charges the same price for feed and other supplies. It may pay the same returns for products marketed through it--products such as grain, cotton, fruit, vegetables, honey, livestock.

### **How Co-op Is Different**

Then, what is different about a cooperative?

First, a cooperative is different in the way it handles its receipts as a business firm. In most cooperatives, the net margin over the cost of carrying on business is returned to the patrons who have used the cooperative. The return to each patron is in proportion to his use of the cooperative. This return, called a patronage refund, is usually made at the close of the cooperative's business year. Through the patronage refund technique, final prices paid to cooperative members are often higher and prices they pay for goods or services lower than those received or paid by patrons of other firms.

Second, it differs from other types of business firms in its sources of control. Investor-oriented corporations are controlled by stockholder investors. These may or may not be its users or customers.

A cooperative, on the other hand, is owned and controlled by its member-patrons. Members of a cooperative have an obligation to patronize it. The nature of this obligation ranges from voluntary to a legally binding contract, depending on such factors as the type of service provided by the cooperative, the willingness of members to bind themselves in writing, or the requirements of the co-op.

And the voting members of cooperatives are active member-patrons.

Third, a cooperative is organized to serve the needs of its members, whereas other commercial firms--other corporations, partnerships, or individually-owned firms--are organized to earn profits and returns on invested capital.

### **Purpose of a Co-op**

The primary purpose of a cooperative is to serve its members in a way that will enable them to realize higher incomes, lower costs, or more efficient and dependable services.

Cooperatives help people who want to remain independent, to own and operate their own business firms, and to increase their earnings as much as possible.

In a cooperative, many people with similar problems, interests, and desires can join together to combine their investment and influence in a business or service field. They retain their right of individual ownership and decision making, and at the same time enjoy the advantage of mutual effort.

There is a tendency to associate farmers with cooperatives. Actually, both farmers and city people use and are benefited by cooperatives. There

are few Americans who do not read Associated Press news; belong to a group medical, hospital, or health association; or hold membership in one of the State affiliates of the American Automobile Association. These are all cooperatives, all owned by the people who use them, all providing economic benefits to their users in proportion to their use.

So a great many of the products and services used in daily living come from cooperatives. A cooperative is a form of business firm that is useful and helpful to people regardless of where they live or how they earn a living. Every person is touched by one or more cooperatives. All benefit from this contact.

#### Your Business

Cooperatives are a part of agribusiness.

Just what is agribusiness? Why should you be concerned about it? The National Farm Committee, Inc., Chicago, Ill., in a 1966 brochure, "Agribusiness Links Farm and City as Partners in Progress," answers these questions in this way:

"A dozen eggs...a sack of potatoes...a slab of steak...a chilled fresh fryer...a carton of milk...a can of tomatoes...We can buy them and hundreds of other items at almost any food store...at almost any time...and at reasonable cost.

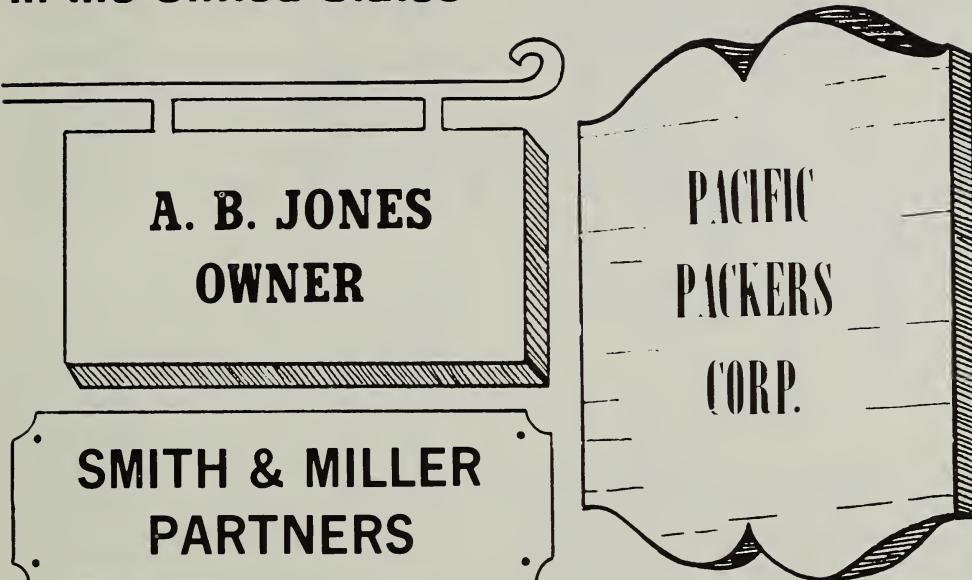
"What makes this so? Abundant, efficient production and modern know-how in processing and marketing.

"From field to factory to family use... food and fiber are the basis of a facet of our economy that furnishes jobs and income for a third or more of America's working force.

"Together, food and fiber production, transportation, processing, packaging, storing, advertising, distribution, and other activities associated with feeding, clothing, and, to some extent, housing America's 194 million people constitute agribusiness.

"And because... 'round the clock, day in and day out, year in and year out, no matter where you live, who you are, or what you do, you are first and foremost a consumer...AGRIBUSINESS IS YOUR BUSINESS."

## **Ways of Doing Business In the United States**



A member-patron of a cooperative is a person engaged in a business enterprise.

There are three basic forms of business organization in our American democratic private enterprise system: The individually-owned business firm, the partnership, and the corporation. (See Figure 1.)

### **Individually-Owned**

The individually-owned business firm is more dominant in farming than in any other segment of our economy. The most common type of farm busi-

ness structure is the one in which the owner-operator makes the decisions and assumes the risk; he is the entrepreneur. And he usually performs physical labor.

Despite the growth in size of farm units and the increased use of farm machinery, the division of labor now typical in so many other industries is still not characteristic in agricultural production. A farmer is often engaged in manual work, accounting, and book-keeping; in making management decisions; and in financial planning. He is a combined owner, manager, and laborer.

Figure 1

## METHODS OF DOING BUSINESS UNDER PRIVATE ENTERPRISE

Features compared	Types of business		
	Individual	Partnership	Corporation
Investor-Oriented	Cooperative		
1. Who uses the services?	Non-owner customers	Generally non-owner customers	Generally non-owner customers
2. Who owns the business?	The individual	The partners	The stockholders
3. Who votes?	None necessary	The partners	Common stock-holders
4. How is voting done?	None necessary	Usually by partners' share in capital	By shares of common stock
5. Who determines policies?	The individual	The partners	Common stock-holders and directors
6. Are returns on ownership capital limited?	No	No	The members—patrons and directors
7. Who gets the operating proceeds?	The individual	The partners in proportion to interest in business	Yes--8% or less (usually less, if any) <sup>1</sup>
		The stockholders in proportion to stock held	The patrons on a patronage basis <sup>1</sup>

<sup>1</sup>Basic cooperative principles.

Although some farms, even the family type ones, are now incorporated, the predominant type of farm business firm is still an individual operation.

The individually-owned business firm has these advantages: (1) It is easy to control--the owner's judgment is final; and (2) any profits are the sole property of the owner--they need not be shared.

But it has these disadvantages: (1) Any losses are borne by the owner--they cannot be shared; and (2) capital is limited by what the owner can put up or borrow--which often limits the size of the business firm.

### **Partnership**

A partnership is a business firm that is jointly owned by two or more people who have agreed to operate on a partnership basis. Together, they provide or borrow the capital; reach decisions by mutual agreement; and are mutually responsible for repayment of debts. They divide the income or share the losses among the partners in accordance with the original agreement.

Father and son partnerships are not uncommon in farming after the son reaches an age of responsibility. The father may furnish the land and buildings, the son may do most of the manual labor, and they may each own livestock and purchase seed while sharing other operating expenses.

The partnership has two major advantages over the individual proprietorship: (1) The amount of available capital is usually greater, and (2) several partners may bring special skills and training into the firm.

Major disadvantages are: (1) Each partner is liable for any and all debts of the partnership (this is known as unlimited liability); and (2) if one of the partners dies or wishes to leave the organization, it must be dissolved and a new partnership formed.

### **Corporation**

The third form of business organization in the United States is called a corporation. There are two major kinds of corporations. One is the investor-oriented corporation; the other is the cooperative. Both are State chartered business firms, usually organized under the laws of the State in which they have their main office.

### **Investor-Oriented Corporation**

An investor-oriented corporation is operated as a profit-keeping enterprise. It derives its capital funds by issuing shares of stock which are purchased by investors for their profit-making potential. The current price of such shares may vary from day to day.

Stock of many investor-oriented corporations is bought and sold daily on stock exchanges, the largest being the New York Stock Exchange. A stock exchange is actually a form of cooperative whose members are stockbrokers. Stockbrokers are persons or business firms who buy and sell shares of stock for their customers, who may be corporations, partnerships, or individuals.

Stock market share prices and number of shares sold in the various stock exchanges are published daily in many newspapers throughout the United States.

Investor-oriented corporations supplement the capital they derive from the sale of shares of stock by borrowing from banks, other financial institutions, and individuals.

Corporations have several advantages over a partnership. They have continuity of existence, limited liability of individual shareholders, and transferability of shares.

An investor-oriented corporation is a legal entity, an artificial person created when the State issues the corporation a charter to do business.

Since stockholders have limited liability, if the corporation fails, stockholders lose only the amount of their investment in stock.

be very broad; that is, there may be thousands of stockholders, all of whom invest money in the corporation by purchasing shares of stock in it.

### Cooperative Corporations

A cooperative corporation is also a State chartered business firm. But it exists to perform specific services for and render economic benefits to its members rather than to make a profit for investor-owners. And it obtains a portion or all of its capital funds from the members it serves rather than from outside investors. This may be done by agreement with the members to withhold small amounts from sales returns, to make a small markup on member purchases, or to make assessments on some regular basis such as per unit of product sold, or purchased, or per acre, per cow, per month.

Some cooperatives raise a portion of their capital needs by charging a membership fee; others by the sale of shares of stock. Cooperative stock, however, is not traded on the stock exchanges. There is no active market because net operating margins belong to patrons rather than to investors.

The member-patron investment feature is the usual financial plan of a cooperative. In it, member-patrons agree on the retention within the capital structure of savings from operations. Thus, there is little or

no prospect for increase in the market value of the cooperative stock as a reflection of corporate earnings, as in other businesses. For this reason--plus limitations on voting rights and transfer of shares--investment in the capital stock of a cooperative has little appeal to the outside investor interested in capital gains. Some cooperatives, however, provide a market for members' stock by either redeeming up to a certain amount of shares annually or serving as a go-between in bringing together a potential buyer with a potential seller. Often cooperatives supplement their capital structure by borrowing or by issuing bonds.

Cooperatives--just as investor-oriented firms do--are nearly always incorporated to provide their member-patrons the shelter of limited liability if the business should fail. In relatively rare instances, small cooperatives providing a limited number of services may choose to operate as an unincorporated business firm. Under these circumstances, the cooperative has a legal status not unlike that of a partnership. There, liability is unlimited, and the death, entry, or withdrawal of a member makes it necessary to restate, usually in writing, the nature of the relationship between members.

The fundamental difference between cooperatives and other types of business firms is in objective. A cooperative seeks to realize economic bene-

fits for its members from services that reduce costs, increase members' income, improve quality, provide an improved service, and develop best use of members' resources.

Cooperatives thus exist in order to meet members' needs economically and efficiently. Other types of business firms are motivated by prospective profits on invested capital. Their entire pattern of operations--commodities handled, services performed, operating procedures--is planned and executed with profits as the goal. Actual operations may be similar or comparable, but the motive is different.

The difference in motive is evident in who receives the net margins. In an individually-owned business firm, it is the owner; in a partnership, the partners; in an investor-oriented corporation, the stockholders; in a cooperative, the member-patrons.

## **What Is a Cooperative?**



Cooperatives have three distinctive principles:

- Democratic control
- Limited returns on invested capital
- Operation on a cost-of-doing-business basis

#### **Democratic Control**

Democratic control means that final authority to control the affairs of the cooperative rests with the members who use it. This authority is exercised by voting at the annual member meeting and other meetings which may be called from time to time.

How is the voting power of members determined? The majority of cooperatives allow one vote per member. In some cooperatives, however, the basic membership vote is supplemented to permit additional votes based upon the previous year's patronage in dollars, tonnage, or other measurement.

Where voting varies by patronage, a member may cast up to a set number of votes. Investor-oriented corporations, on the other hand, allow voting power in proportion to shares of stock owned; that is, voting power is proportionate to investment.

The democratic principle is thus steadfastly maintained by relating voting power to using the cooperative's services. As a rule, the member who uses his cooperative more

has a greater interest in its progress and success. He is more apt to read its publications, to attend its meetings, and to keep informed of its activities and problems.

#### **Limited Returns**

Certain Federal and State laws which limit dividends on stock or voting rights, or on both, determine whether a cooperative qualifies for the protection afforded by these laws. For example, the Capper-Volstead Act gives legal sanction to the right of farmers to formally organize and act together without fear of anti-trust action against them for the act of joining together.

For a cooperative to come within the protection of this Act, it must either limit dividends on stock or membership capital to 8 percent, or restrict voting rights to one-member one-vote. In any case, it may not deal in the products of nonmembers to an amount greater in value than those it handles for its members. Each State also has laws which regulate the formation and operation of cooperatives.

Restrictions on investment returns discourage exploitation or control of cooperatives by entrepreneurs who would be more interested in returns on their own investment than in greater savings or returns to patrons.

### At Cost Operations

A cooperative generally does not retain the excess of gross proceeds over expenses--that which is called "profit" in an investor-oriented firm. It does not do so when its organization papers include a provision that establishes the obligation of the cooperative to return gross revenues in excess of costs to its patrons. With this obligation, or legally binding contract, in effect before any transaction with patrons takes place, the amounts involved never become corporate income--they belong to the patrons.

When the cooperative returns its net savings to its patrons it is, in effect, reducing its gross income, thus implementing the operation-at-cost principle. This procedure has important Federal income tax implications. For if the amounts involved never become corporate income, they cannot be taxed as corporate income.

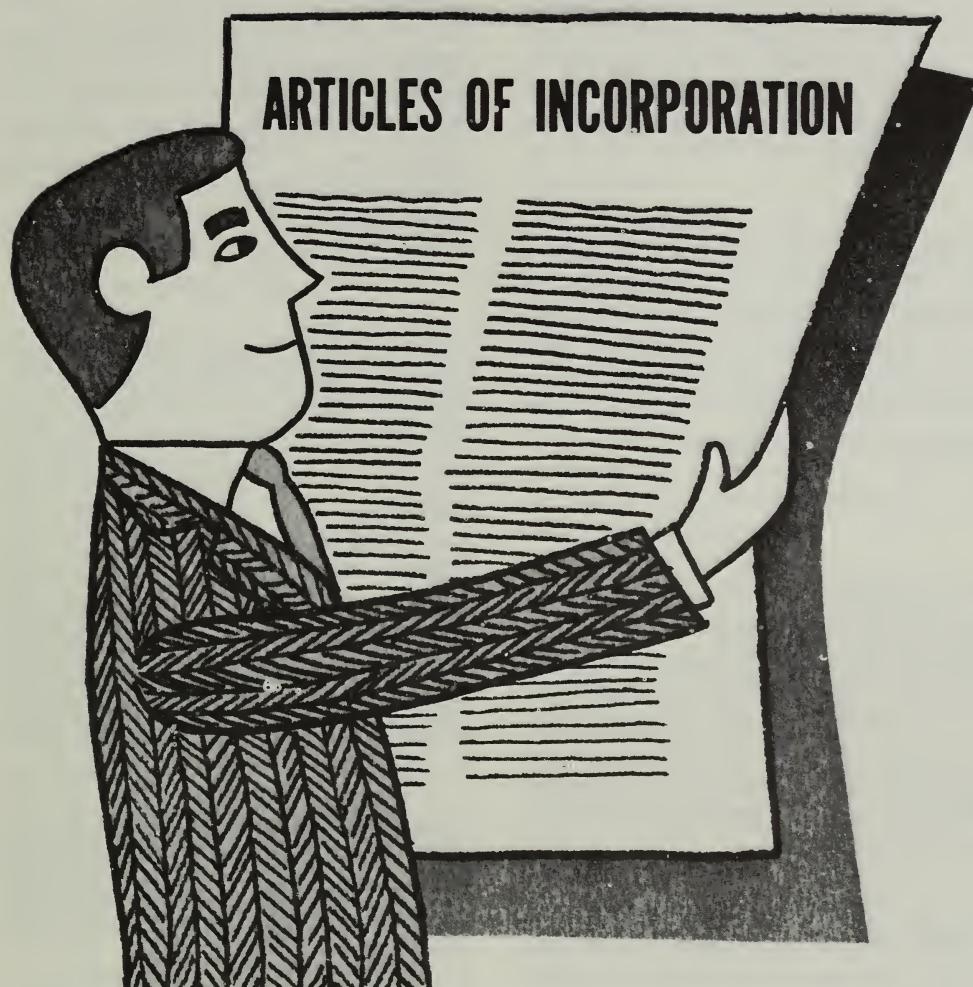
However, the Federal income tax laws of this country set up certain criteria that a cooperative must adhere to in order that tax obligations are met at either the cooperative or patron level.

For example, some cooperatives may distribute patronage refunds only to members, not to nonmember patrons. In this case, the earnings generated from nonmembers are treated as corporate income by the cooperative and thus subject to corporate income tax.

The Revenue Act of 1962 requires that the patrons give their consent to the cooperative to treat the noncash portion of their patronage refunds as the patrons' own ordinary income. Under certain circumstances, some patrons are unwilling to recognize noncash allocations as current income. In these cases, the cooperative pays the taxes at the corporate rate but can recover these tax payments when it later redeems its noncash allocations.

The term "non-profit" is often used to describe cooperative operations. Cooperatives seek to operate in a manner that will yield no profit to the cooperative but rather a profit to their members from the services they perform. The well-managed cooperative thus seeks to increase its patrons' profits, rather than the profits of the cooperative itself.

The benefits of cooperative membership are derived from patronage--not from the earnings of invested funds.



## **How Cooperatives Are Organized**

Cooperative businesses are usually incorporated. To incorporate, a firm

prepares a set of papers called articles of incorporation. It sends these to the appropriate State office (usually the Secretary of State) for review, approval, and filing.

Articles of incorporation specify the name of the organization, its purpose,

the scope of its authority, its place of business or headquarters, the number of directors, and whether the capital is stock or nonstock. In other words, the articles tell what the cooperative is going to do.

An incorporated cooperative possesses the legal characteristics of an investor-oriented corporation. It differs primarily in the nature of the relationship between the organization and its owners, and the manner in which the excess of revenue over expenses is distributed.

### **Bylaws**

In addition to the articles, all corporations, including cooperatives, must have a set of bylaws. Bylaws tell how the corporation is going to operate. They are normally prepared concurrently with articles of incorporation, because an attorney or other legal counsel is usually available at that time.

Bylaws are more descriptive and detailed than the articles. They typically contain provisions for membership eligibility, election of directors, annual meetings, officers' duties, voting rights, dues and assessments, and rate of dividends (if any) to be paid on member capital invested.

The exact nature of services to be rendered by the cooperative for its

members is generally not spelled out in the bylaws. Changes may be made from time to time to suit altering needs. Some flexibility of bylaw provisions is desirable since amendment of the bylaws is a time-consuming process.

### **Marketing Agreements**

In a marketing cooperative, a marketing or membership agreement may be referred to in the bylaws as a separate document, or included as a section of the bylaws. A marketing agreement is a contract between the cooperative and a member. It may require the member to deliver and market through the cooperative his entire marketable production. It might be only a specified commodity produced on a specified block or blocks of land. It might require production in a specified manner.

The marketing agreement might stipulate that the cooperative is obligated to receive and market all of the commodity delivered by the member under the terms of the contract.

### **Membership**

The relationship between a cooperative and its members often depends upon the type of service the cooperative performs.

Some associations, particularly marketing associations, require a formal

application for membership and issue a membership certificate. In some instances, the application must be accompanied by payment of a membership fee, refundable upon withdrawal. In other cooperatives, particularly purchasing cooperatives, membership is identified with patronage.

A patron making a purchase becomes eligible for membership if he qualifies as a producer. A nonmember patron ordinarily is not affected by a cooperative's bylaws.

### Cooperative Structures

The geographic areas served and the makeup of membership are elements that contribute to classifiable differences. Thus, cooperatives may first be differentiated as locals or regionals.

A local association provides services for a community, a county, or even several counties. Individuals are the members of these local cooperatives.

Local marketing associations usually perform a limited number of the first steps involved in marketing. In the case of farm supply associations, practically all sales are at the retail level. Local associations may or may not be affiliated with other cooperatives.

A regional cooperative is one that usually serves an area comprising

a number of counties, an entire State, or a number of States. There are two important classifications of regionals based entirely on the makeup of their membership--federated or centralized.

A federated cooperative is actually a cooperative of cooperatives. The members of a federated cooperative are local cooperatives, operated by local managers appointed by and responsible to local boards of directors. Each local association in a federated cooperative is a separate corporate entity but is said to be affiliated with the regional.

The federated cooperative (often called a federation) has its own general manager and staff -- and a board of directors elected by and representing the local associations.

The locals are autonomous but depend in varying degree on the federation for a variety of services. In purchasing federations, the services may include research, procurement, and manufacturing. In marketing federations, the locals often want federated advertising and product promotion, marketing, processing, handling surpluses, maintenance of product standards, and overall market contracts. Locals look to their federation, for example, to arrange and coordinate shipments.

A centralized cooperative may serve patrons in an area covering at least

5 to 10 counties. Some centralized regionals serve an entire State or States or parts of several States. A regional centralized association is structurally like a small-scale local cooperative -- individual persons make up the membership.

A centralized cooperative has one central office, one board of directors, and one general manager who supervises the entire operation which may be conducted through several or many branch offices.

A centralized cooperative usually serves patrons within the relatively restricted membership area of a single State or region.

Both centralized and local associations obtain much of their capital from members who are investing as individuals. The federation is financed in part by its local member associations.

Federated cooperatives are often thought to be more practical for larger membership areas because of the distances involved. Problems of plant supervision, decisionmaking, and communication become complicated when locations are widely scattered.

Usually the local cooperative is small enough to permit frequent direct contact and exchange of ideas, impressions, and information between members and the employees. But here

again definitions have become fuzzy. A local cooperative may serve as few as 5 or 10 members. Or its members may number several thousand.

Federated, centralized, and local cooperatives can be equally democratic. For example, each of several locals in an area may have a director on the board of the federated cooperative. On the other hand, a centralized cooperative may elect its board of directors under a districting arrangement that assures a broad representation. And some centralized associations use advisory committees that provide channels of communication to management either directly or through the branch operations.

The classification of cooperatives into federated, centralized, and local is largely for descriptive purposes. For example, there may be some federated cooperatives with "mixed" membership--that is, their members may be individuals as well as local associations. In practice the federation may have so many responsibilities and activities that it is essentially a centralized operation. Examples of these are management contracts with local affiliates, credit arrangements, and systems for distributing supplies directly from the federation to the individual member.

In turn, branches in centralized cooperatives may have considerable freedom in their operations.

## **The Cooperative As a Business Firm**



Four groups of people are involved in the operation of a cooperative:

- Directors
- The manager and his key assistants
- Clerical and operating employees
- Member-patrons

### **Directors**

Members elect directors at the annual member meeting. The board represents the members. It sets policy and is responsible to the members for efficient operation of the cooperative.

Directors hire managers.

Directors decide WHAT the cooperative will do to accomplish the purposes for which it was created and how it will finance its operations. For example, directors approve borrowings for fixed capital purposes such as construction and land acquisition as well as for day-to-day operating expenses. Directors determine whether patronage refunds shall be paid out in cash or by offset against the obligation of each patron to invest additional capital. And directors make the basic financial decisions.

Typically, directors receive nominal compensation for serving as board members plus an allowance to cover out-of-pocket costs incurred in carrying out their duties as directors.

#### Manager and Staff

The board of directors decides what a cooperative will do. The manager and his immediate staff decide HOW it can best be done -- subject to board review--so as to realize the basic objective of serving members more effectively.

As cooperatives grow in size of operations, variety of services provided, and number of patrons served, they usually expand their management team to include specialists. These may be experts in such fields as member relations, publications, personnel relations, accounting, and transportation. They may include those with special knowledge of the various commodities marketed, purchased, or provided for members such as milk, butter, eggs, fruit, feed, seed, fertilizer, electricity. Under ideal conditions, the manager's principal tasks are planning, reporting to the board of directors, conferring with members of his management "team," maintaining good organizational relations, and controlling the cooperative's operations.

One of the major problems of large cooperatives is communication with

members. Often, in a large cooperative, the manager and his team are known personally by relatively few patrons. The only time management may be seen by many members is at the annual meeting. This may be such a large affair that it allows little time for conversation with members.

In a relatively small or local cooperative, on the other hand, it can be fairly easy to maintain good relations between the cooperative and its members. In some small cooperatives, the manager himself does this by personal contact, keeping members informed of their cooperative's progress and activities, and encouraging them to keep him informed of their problems, needs, and evaluation of its services.

The manager is the intermediary between his staff and the board of directors. He reports at board meetings on the activities of the association, outlines any special problems, discusses any operational changes, and presents financial matters in detail.

Once a year he presents the plan of operation and budget for the coming year or years. These are subject to the approval of the board of directors and are often a joint product of the manager and the board. Periodically, he reviews with the board actual performance against budget projections and explains variations in performance.

### **Staff Development**

Staff meetings are scheduled in which the manager discusses operating procedures and problems with his key employees. At these meetings, the manager helps his staff members become familiar with cooperative policies and objectives, strengthens interdepartmental relationships, and clarifies individual responsibilities.

Often, the only cooperative employee a member encounters over a period of months is a billing clerk, a cashier, a truck driver or fieldman, or a warehouseman who loads supplies into the patron's car or truck.

Because of this, many cooperatives have regular training programs to help employees learn about the cooperative for which they work and about cooperative principles and practices. Actually, these workers are the employees of members, since members own the cooperative. By their efficiency and friendliness, well-trained employees attract patronage and build favorable attitudes toward the cooperative both as a business and as a desirable institution.

### **Business Procedures**

Cooperatives follow business procedures similar to those of other business firms. They strive for efficiency, they aim to meet competition, they seek innovations, they are acutely cost-conscious.

Cooperatives endeavor to maximize net proceeds, to minimize costs of acquisition and operation, and in general, endeavor to provide their services as economically as possible.

All successful cooperatives stress quality -- of products marketed, processed, purchased, manufactured (that is, feeds and fertilizers) -- and service.

### **Member-Patrons**

Member-patrons constitute the foundation on which the cooperative structure rests. Their needs are the reason for its existence. Their support, through patronage and capital investment, keeps it economically healthy. And their expanding requirements shape the cooperative's future.

Since the cooperative is organized to provide for the needs of its members, there must be channels through which the cooperative can be kept informed of those needs. Several such channels exist, one of the most important being the annual member meeting. At the annual meeting members learn how their cooperative has done during the year as the president, the manager, and other key officials make their annual reports.

At the annual meeting members have a chance to ask questions, make comments, and request changed or new services. At the annual meeting members elect new board members to

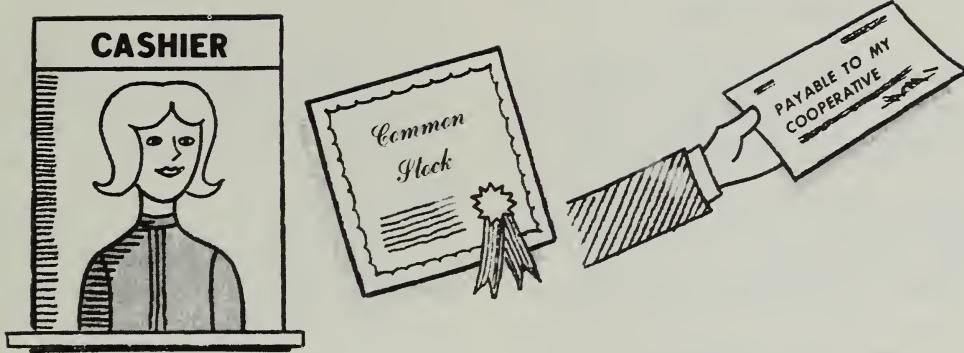
replace those whose terms of office have expired.

But along with the right to make their wishes known, member-patrons have responsibilities. Since patronage keeps the cooperative alive, members must provide patronage--they must use the cooperative services. Since growth makes for increased efficiency and economy, the ideal member-patron encourages new patronage by introducing the cooperative to his neighbors and friends. And since growth calls for supplies of new capital, the member is responsible for providing at least a portion of it.

The member also has some responsibility for participating in other ways. For example, directors are chosen from among the members. While selection as a director is an honor, it is also a grave responsibility. Cooperatives own assets worth thousands, even millions of dollars. Some do many millions of dollars worth of business a year. The members who serve as directors are responsible for administering these funds, placed in their care by the members who elected them to office.

Members participate in still other ways. For example, they may serve on committees, call on prospective new members, represent the cooperative in various community activities. And finally, members are the ones who organize the cooperative at the outset.





## **How Cooperatives Are Financed**

Cooperative members in the United States finance their cooperatively-owned business by using all the standard methods employed by other business corporations plus a few unique to cooperatives.

In most States an incorporated cooperative may be organized with capital stock or without.

### **Capital Structure**

If the association is a capital stock organization, members receive stock certificates as evidence of their ownership interest. More than one type of stock may be issued, but usually no more than two types are necessary. Most stock cooperatives

issue one share of common stock per member to show membership. Preferred stock is issued to show additional capital contributions.

Common stock is usually the voting stock. Preferred stock is generally non-voting.

If the association is a non-capital stock organization, it issues some kind of certificate -- sometimes a revolving fund certificate -- to show capital contributions of members. Many nonstock cooperatives raise some or most of their original member capital by means of a membership fee.

The capital structure usually is kept as simple as possible. If stock is issued, par value is kept low -- \$5, \$10, or \$20, for example. Shares of this size are easier to sell, transfer, or pay off than shares of higher value.

### Capital Needs

Total capital needed by a cooperative depends on such factors as volume of business it does, type of service it provides, kind of physical facilities needed, nature of competition it faces, seasonality of the commodities handled, and degree of risk it takes in the day-to-day conduct of its business. Whatever the total amount of capital, it normally is related to the number of members and volume of business. Two kinds of capital are used -- fixed and operating. Fixed capital is money to buy such things as land, buildings, and equipment. Operating capital is the money required to keep the business going -- advancing members money on the products marketed for them, obtaining farm supplies, paying the light and water bills, paying the employees, and buying the operating supplies such as packing cartons, office supplies, and miscellaneous items.

Three important sources of this capital are:

1. Members, who invest in the cooperative to get needed services.
2. Nonmember patrons; other cooperatives; marketing and supply companies; and individuals, firms, and organizations that invest in the cooperative to earn dividends or because they are interested in the welfare of the cooperative.

3. Loans from such lending agencies as a Bank for Cooperatives, a commercial bank, or, in certain cases, one of a number of Government agencies.

Some cooperatives also obtain financing from their wholesale suppliers and other creditors to the extent of the credit extended on merchandise purchased. Marketing cooperatives obtain a measure of financing to the extent of the time lag between receipt of the commodity from member-patrons and actual settlement with them.

### Initial Capital

Initial capital is needed (1) to buy land, buildings, equipment, and other facilities and (2) to operate the business the first year.

Part or all of this original capital comes from the members. Usually some of it comes from outside credit sources.

Investing initial capital is a basic member responsibility. These initial investments are actually evidence of good faith of the members -- their "earnest money." Local public-spirited citizens may supplement members' investments. After such capital investments reach a certain level, they are often used as a credit base in applying for a loan.

### **Member Capital**

The members' share of initial capital should be large enough to make them realize they have a financial stake in the business to protect. Also, it should be a sizable proportion of total need because no credit source would be likely to take financial risks in a cooperative if its members demonstrate an unwillingness to do so.

As a general rule, each member's share is proportionate to his anticipated use of the cooperative. It is usually made in cash. Often a few members may contribute more than their share. In a cooperative this will not entitle them to any special privileges.

Under certain conditions, if members of a cooperative do not have enough funds or credit to subscribe their share of initial capital, the cooperative may be eligible to obtain special loans from the Farmers Home Administration, U.S. Department of Agriculture, under the Economic Opportunity Act of 1964.

The three conditions that make a rural cooperative eligible for such a loan are:

1. It must be operating for the mutual benefit of its members, under their control, and with at least two-thirds of its members low-income rural families.

2. It must furnish essential services, supplies, or facilities used primarily by low-income families and nonfarm families who live in the country or in towns of no more than 5,500 population.
3. The cooperative must be unable to obtain the necessary credit from other sources at reasonable rates and terms.

### **Facility Loans**

Long-term credit from Banks for Cooperatives or other outside sources is the usual way of acquiring part of the money to construct buildings, and buy equipment or plant sites.

There is no rule covering the maximum percentage of capital that may be borrowed for these purposes. However, the Farm Credit Act of 1933 limits the amount that Banks for Cooperatives may lend on physical facilities to 60 percent of the Bank's appraisal of the fair value of security offered.

Main sources of facility loans are Banks for Cooperatives, commercial banks, insurance companies, Farmers Home Administration, and other cooperatives.

It is also possible for cooperatives serving low-income rural patrons to obtain facility loans jointly from Farmers Home Administration and a district Bank for Cooperatives under

provisions of the Economic Opportunity Act of 1964.

Rural Electrification Administration, through rural electric cooperatives, may lend funds to a cooperative to purchase electric equipment and related items.

#### Operating Loans

Operating capital loans generally are short- or medium-term loans. The medium-term loans supplement the cooperative's own capital funds. The short-term loans are generally seasonal in character. They finance seasonal increases in inventories and accounts receivable, as examples.

Cooperatives may obtain operating loans from Banks for Cooperatives and the Farmers Home Administration as well as commercial banks and other lenders.

#### Commodity Loans

Marketing cooperatives must often store their products, such as grain or frozen citrus concentrate, both for long and short periods. In some cases, a commodity loan is necessary to pay an advance to the member before his product is sold. Such loans come from a Bank for Cooperatives, the Commodity Credit Corporation, a commercial bank, or other loan sources, and are secured by warehouse receipts.

#### Sources of Special Loan Capital

A number of Federal Government agencies lend money to cooperatives providing special services.

An important source of loan funds to rural electric cooperatives is the Rural Electrification Administration (REA). REA loans are made: (1) To provide electric service in rural areas through construction of power lines and related facilities; and (2) to finance the improvement and extension of telephone lines in rural areas.

The Bureau of Fisheries, Department of Interior, lends to fish marketing cooperatives; the Bureau of Indian Affairs, to cooperative organizations of Indians, Eskimos, and Aleuts; the Bureau of Reclamation, to small cooperative reclamation projects, primarily for irrigation in 17 western States.

#### Revolving Capital Financing

Widely used by cooperatives, the revolving-capital financing plan is peculiarly suited to them.

Here is the way it works.

As a member does business through a cooperative, he authorizes the cooperative to use a portion of the money the cooperative has accumulated or saved through his patronage. Or the members may furnish capital based

on the dollar value or physical volume of products sold or bought through the cooperative.

In either case this money is identified as a capital investment of the member and is used for capital purposes only.

The money thus collected by the cooperative from patrons is credited to the member on the cooperative's books. At the end of the year the member is notified or issued some evidence of the total amount he has invested in cooperative capital for the year.

The capital accumulated in this manner may be treated as a revolving fund. The funds may be used for repayment of debt, expansion, or for such other capital purposes as authorized by the board of directors. As such funds continue to be accumulated, the board authorizes the repayment of funds to those members who contributed funds in the past.

Repayment goes first to those members whose contributions are the oldest in the revolving fund. Normally each year's contributions are issued in a numerical series. Thus the oldest of the numbered series come up for repayment first.

As a general rule, the member's evidence of revolving fund contributions does not have a specified repayment date (due date). Rather, the board establishes revolving fund

periods after taking into account the association's financial requirements. Some cooperatives have traditionally revolved funds on a regularly scheduled basis such as 5, 7, or 10-year periods. These time periods are not legal requirements but they are considered as moral commitments on the part of the cooperative.

The revolving capital plan allows members to build up an equity in their association in proportion to the amount of business they do. It insures that current investment in the cooperative is largely by the current patrons. It provides an orderly process for returning a withdrawing member's investment without impairing the total capital structure. And it gives the business flexibility to meet changing conditions that may cause financial needs to change.

The revolving capital plan creates some membership problems. Under some circumstances the revolving period may have to be lengthened. The lengthened redemption period may place a financial burden on some members. Thus successful operation of a revolving capital plan calls for members' understanding of their financing obligations.

### Reserves

Like any other business firm, a cooperative builds up two types of reserves -- valuation and capital. Reserves for such items as depreciation

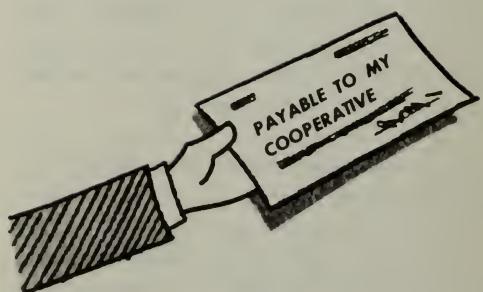
are called valuation reserves and are accumulated by a charge to operations. From an accounting standpoint, they are handled as an operating expense as a means of charging a pro rata share of the initial cost of a fixed asset over the estimated life of the asset.

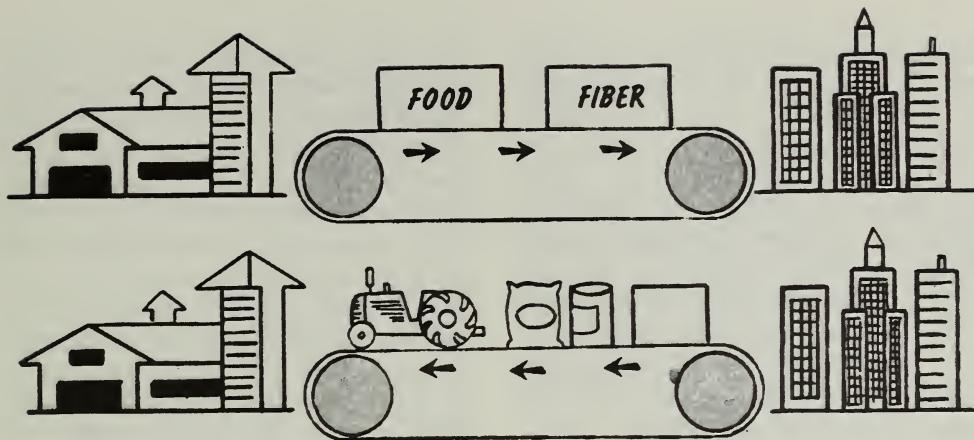
The second type of reserve, a capital reserve, is usually, although not always, built up from net operating margins.

Capital reserves are of two general types: (1) Those reserved to meet an unexpected crisis, such as a poor business year; and (2) those to meet a large planned outlay.

The latter might be a building fund for new or expanded facilities, perhaps adding new services, or a modernization program where the cost exceeds the current financial capacity of the cooperative. When such a need arises, the cooperative can use its reserves instead of borrowing money, curtailing its services, or impairing its capital.

Thus, reserves protect the capital investments of members. And when a cooperative operates strictly on a nonprofit basis, it allocates capital reserves to all its patrons on the basis of the use they have made of the cooperative's services.





### **Cooperative Services Related To Marketing And Production**

At one time it was relatively easy to categorize cooperatives as being "marketing," or "purchasing," or some other readily identifiable type.

But as our civilization has become more complex, so have our cooperatives. Today most of our marketing cooperatives also purchase supplies for members. Many cooperatives extend some kind of credit and in some instances even operate a credit corporation for the convenience of members.

In the following pages we will take a brief look at various types of services most commonly associated with rural cooperatives concerned with the production and marketing of agricultural commodities.

Cooperatives have been serving as economic tools providing a wide variety of services of one form or another in this country since the days of the colonies. The time-honored threshing bee, the neighborhood barnraising, and in the early 1800's the cheese rings are all examples of informal but true cooperative activity.

While marketing and purchasing cooperatives are often cited as examples of cooperative endeavor, farmers and others have also provided for many other needs on a cooperative basis.

All cooperatives have the same objectives: To provide services where these were not otherwise provided (such as marketing, insurance, electric power); to provide these services at lowest possible cost (such as cotton gins); to upgrade productivity (such as mutual irrigation companies and artificial breeding cooperatives). Indeed, early settlement in

much of the arid southwestern part of the United States was made possible to a substantial degree by mutual irrigation companies.

Probably the most widely known of all rural cooperative services, next to marketing and purchasing, are the three types of cooperative credit made available through agencies of the Farm Credit System; and rural electricity, made available through rural electric cooperatives.

Cooperative leadership has been chiefly provided by specialists in the several fields--experts on marketing, farm supplies, insurance, dairy cattle bloodlines and breeding, irrigation, electric power. The availability of technical knowledge of such specialists is a valuable service in itself.

### Marketing

Over the years, American farmers have learned many new techniques for increasing yields and reducing manual labor. At the same time, finding satisfactory markets for their products has become an increasing problem.

Many farmers are more effective in production than in marketing. Frequently they lack the time or capacity to understand and satisfy the demands of today's mass markets. Cooperatives provide them with the marketing tools they need.

For one thing, they furnish an increasing variety of off-farm marketing services. In response to the market demand for high quality and standardized products, they have pioneered in assembling products from many producers, and then carefully and accurately grading the products to meet buyer specifications as to size, quality, color, or other terms.

By paying producers on the basis of grade and quality, cooperatives encourage farmers to produce the kind and quality of product most in demand.

They process or pack in a form acceptable to large volume buyers. (Processing includes such activities as canning, pasteurizing, concentrating, churning, cheesemaking, drying, extracting, freezing, and ginning.)

Cooperatives transport, store, advertise, and promote products for their members. They explore and develop new trade channels, domestic and foreign.

Through research they develop new products or find new uses for what they produce.

Cooperatives have also become a valuable bargaining tool for farmers. Compared with producers in other industries, agricultural producers typically lack bargaining power. Why? Because individual farmers produce relatively small volume and because they lack the bargaining advantage

that is associated with product differentiation. (A differentiated product is one with distinctive characteristics which can be emphasized in advertising and which give it special desirability for users who value such characteristics.)

During recent decades, business firms which buy agricultural products have steadily grown in size. For example, many food processors and packers are large corporations with great bargaining strength. Similarly chain food stores which buy fresh produce and other products in large amounts possess commensurate bargaining power. Cooperatives help farmers match the bargaining strength of other firms.

Marketing cooperatives benefit consumers as well as producers. Because they place emphasis on grade and quality, they have made producers more quality-conscious. Standardized packs of food and food products help consumers shop more efficiently.

Cooperatives' efforts to minimize costs of marketing have served to build cost-consciousness among all who are engaged in food and fiber marketing activities. And this in turn helps hold down costs to consumers.

Bargaining cooperatives are a special type of marketing cooperative. When processors of agricultural products have become few in number or very large in size, bargaining coopera-

tives are an effective marketing tool for farmers.

They serve their members by negotiating with canners, packers, or processors on behalf of members. These negotiations may involve such matters as price, quality, and time of harvest or delivery.

Bargaining cooperatives generally do not take physical possession of the product. The actual sale of the product may be made by the farmer to the buyer, but on terms agreed to by the cooperative. This type of marketing cooperative is used by growers of fruits, vegetables, and sugar beets, and by many milk producers.

Marketing cooperatives teach producers about marketing and markets. Through their cooperative meetings and publications, farmers learn the costs of marketing their products, consumer preferences, and the need for advertising and brand promotion.

Through marketing cooperatives, farmers extend control over their product at least one step past the farm gate as it travels to the consumer. So long as the cooperative retains either physical possession or legal title to a commodity handled by it, its members have a voice in the distribution and sale of the commodity.

This control may, in the case of a product to be canned, for example,

be confined to bargaining on grower price and terms of delivery; it may, in the case of milk include the manufacture of dairy products and delivery of the cartoned product by the cooperative to the consumer's door.

Perhaps the most important contribution of marketing cooperatives is to develop for the producer a broad market -- in terms of geographic dispersion as well as variety of uses. Thus, in times of abundant supply, small surpluses have less price depressing effect, and prices tend to be more stable.

Membership in most marketing cooperatives is open to all producers who fully meet membership and production requirements. Exceptions are cooperatives with seasonally limited capacity or outlets.

Often farmers joining a marketing cooperative sign a marketing or membership agreement in which they contract to market a portion or all of their commercial production, either on an acreage or volume basis, through the cooperative. The cooperative in turn contracts to receive and market all of the product specified in the agreement.

A member may withdraw from membership during specified dates annually, although some cooperatives require that a new member retain membership for a minimum beginning period of 2 or more years. Some

marketing cooperatives are closed to new members for a brief season of the year to permit a preliminary estimate of the volume to be handled for the coming season.

A corporation actually engaged in growing agricultural products, such as a corporate farm, can become a member of a farmer cooperative. And a marketing cooperative may hold membership in another cooperative handling the same commodity and market a portion of its volume through the cooperative to which it belongs, under special circumstances.

#### Purchasing

Farmers characteristically have sold their output at wholesale prices while paying retail prices for many of their input needs. They gained little advantage from product differentiation; they purchased in relatively small amounts and often paid extra for products with name brands such as feeds, farm equipment, and petroleum products.

To overcome this problem, farmers turned to the cooperative as an economic tool. In some cases, marketing cooperatives began to add purchasing to broaden their services. In some cases, wholly new cooperatives were organized to manufacture ready-mixed feeds, to purchase, clean, and distribute high quality seed to members, or to provide other related production services.

Initially cooperative purchasing was quite informal. A group of farmers would get together and pool their orders to gain the advantage of carlot prices on major farm input needs such as feed and fertilizer.

The demonstrated benefits to producers encouraged them to organize more formal or incorporated cooperatives with full-time managers and warehouses to handle other production supplies such as seed, spray materials, petroleum products, farm equipment, fencing, and roofing.

Cooperative purchasing began about 1850 by farmer clubs in Wisconsin and Illinois. Following the Civil War, local and State Granges acted as agents to pool orders and buy needed supplies for direct shipment to farmers. In the early 1900's, the number of purchasing cooperatives grew steadily.

But the real expansion in cooperative purchasing followed 1930, stimulated first by the need to cut costs during the depression, later by shortages of needed materials caused by World War II.

This same period saw the rise of a number of strong and progressive regional cooperatives -- federations of locals for the most part. These regionals had the volume and financial strength needed to own and operate such large-scale facilities as

refineries, manufacturing plants, and feed mills which could give members more assured sources of supply for their major needs.

As a result, today's farmer can share through his local supply cooperative in the ownership of and benefits from oil wells, petroleum refineries, phosphate and nitrogen plants, feed and seed research farms and laboratories, and other large-scale activities.

Farmers obtain membership in most purchasing cooperatives by acquiring a share of common stock (the par value often may be \$1 to \$50) and agreeing to abide by the bylaws. In others, patronage (by the producer) is the sole requirement for membership.

Purchasing cooperatives do not usually require members to sign an agreement. Members are free to buy farm supplies wherever they choose. However, a few purchasing cooperatives stipulate a minimum annual patronage requirement. Non-producers may be patrons but cannot become members in farmer cooperatives.

Major objectives of purchasing cooperatives are: (1) To effect savings for member-patrons through quantity purchasing and manufacturing and efficient distribution methods; (2) to procure the type and quality of supplies best adapted to the members'

farms and needs; and (3) to provide related services that meet the needs of member-patrons.

The efficiency and reduced per unit cost associated with large volume purchasing and manufacturing are passed on to member-patrons in the form of patronage refunds at the close of the fiscal year. Such refunds are distributed according to the amount bought -- either on a dollar basis or on a per ton, per gallon, or other unit basis.

If the cooperative needs more capital, it may defer and retain some of the refunds for a few years and then start redeeming or revolving the oldest amounts.

Purchasing cooperatives can generally adapt more easily to changes in environment and agriculture than marketing associations. For example, when rural areas with citrus orchards were urbanized and succeeded by houses and shopping centers in much of southern California, many citrus marketing cooperatives had to sell their facilities and discontinue their operations.

On the other hand, some purchasing cooperatives, faced with similar change, stocked up to meet new needs, adding such supplies as lawn and garden seed and fertilizer, sprays, bedding plants, lawn mowers, hand tools, petroleum products, and auto

supplies needed by suburban residents. These cooperatives continue to serve their farmer members and at the same time adjust to new conditions and gain new patrons.

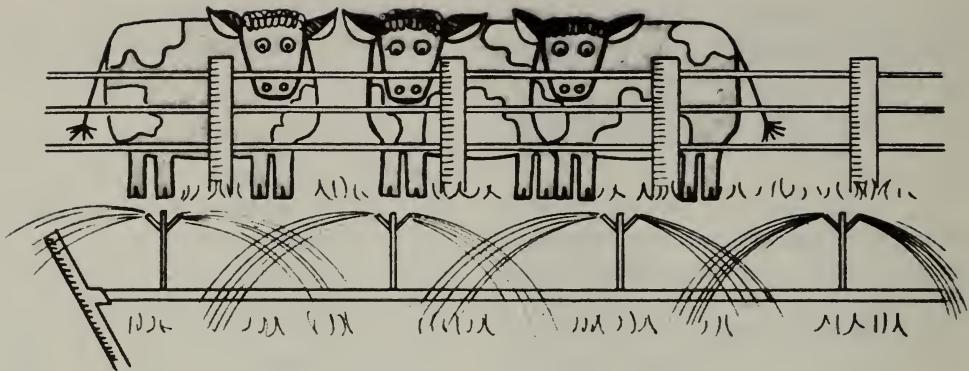
Services provided by the typical local purchasing or farm supply cooperative vary somewhat with the area in which it operates. Some carry a relatively limited line of supplies related to a particular member need. Petroleum cooperatives, for example, may purchase and distribute only petroleum and related supplies -- gasoline, heating oil, lubricants, tires, batteries, automotive supplies, and the like.

Some local purchasing cooperatives, on the other hand, carry a wide variety of supplies needed for the production of several farm commodities. Such a cooperative may purchase or mix feed and blend fertilizer, clean and sell seed, distribute automotive needs such as gasoline and tires, and carry a full line of building supplies and tools. Some cooperatives have developed more adequate farm service centers designed to provide members with one-stop shopping.

A basic service extended by most purchasing cooperatives is on-farm delivery. Feed is delivered in bulk to farmers' bins. Cooperative bulk tank trucks deliver fuel oil directly to farm storage tanks and often to the tanks of other rural residents.

Many cooperatives provide a custom fertilizer spreading service -- they not only deliver fertilizer to the farm, they also spread it directly on the field with specialized equipment.

Some petroleum cooperatives operate special trucks to deliver, repair, and mount tractor tires on the farmers' equipment in the field.



### **Additional Cooperative Production Services**

From the days of the earliest settlers, Americans have been using cooperatives to solve mutual problems and provide specialized services. The early fire departments, for example, were truly cooperative--they consisted of neighbors passing water buckets from hand to hand, hopefully to put out the fire on a neighbor's property.

More recently cooperatives have been used to provide an ever widening variety of specialized services. For example, fruit growers in California have formed pest control cooperatives to own and operate highly specialized equipment. Near Washington, D.C. is a cooperative farmers' market operated by wives of farmers to sell things the wives have produced such as baked goods, handi-crafts, and potted plants.

Dairy farmers in Wisconsin have organized a data processing cooperative whose major piece of equipment is a computer. The computer processes, analyzes, and reports results of periodic tests performed by dairy herd improvement association technicians. Test results are available to the dairymen members much more rapidly using the modern data processing equipment.

In some parts of the Nation the use of cooperatively-owned and operated farm machinery has declined as farmers become large enough to have their own. A variation of that trend is for two or three neighboring commercial-size farms to jointly own and operate specialized machinery.

However, in the past couple of years there has been renewed interest in the use of cooperatives to provide specialized services involving large and expensive machinery. Much of

this interest has been stimulated by the Farmers Home Administration (FHA) of the U.S. Department of Agriculture.

In one State, farmers in four counties, aided by an FHA loan, organized a cooperative to clear brushland and seed it to permanent pasture grasses. At the time this was written the cooperative had enough work in sight to keep it busy for several years.

In another State, farmers, again aided by an FHA loan, organized a ditch cleaning and land terracing cooperative. These farmers irrigate their crops. A continuing problem was keeping the irrigation ditches clear of weeds and brush, and building and repairing the dikes to guide and contain the water used in irrigating the crops. The new cooperative can do these jobs, using special equipment, much faster and cheaper than could individual farmers working by themselves.

### Irrigation

Much of the western part of the United States could not have developed, agriculturally or otherwise without the construction of irrigation systems. In the development of these systems, farmers' irrigation cooperatives played an important part. In fact, it has been estimated that cooperative or mutual irrigation companies supply water for about 25 per-

cent of all the land irrigated in the United States.

Mutual irrigation companies are most numerous in Colorado, Utah, California, Montana, Wyoming, Idaho, and Oregon. They are composed of farmers growing crops under irrigation and are organized to provide water for members, at cost. While a mutual irrigation company may sell some water to non-members, such sales are usually held to not more than 15 percent of company business volume.

The main activities of a mutual irrigation company are: (1) Acquiring or developing water, and (2) distributing the water to the land of users, or to some point from which users may direct it to their lands.

Since irrigation is indispensable to large areas of the Southwest, and elsewhere, it follows that the water supplies developed and controlled by irrigation companies are extremely valuable. Without water, many thousands of acres of land would be relatively worthless. So these companies are particularly important to their member-owners.

Mutual irrigation companies may be incorporated or unincorporated. Shares in the company may be appurtenant to the land being irrigated, or they may be owned independent of the land. Stock appurtenant to land has no value of itself, since it cannot

change hands without the land. Non-appurtenant stock may have considerable value, depending on the scarcity of or demand for water. This is because the share represents the right to receive water.

As a rule the water right is for a proportionate share of the total supply of water available, but occasionally for the quantity of water the shareholder asks for, and which he pays for on the basis of the quantity received.

Control of a mutual irrigation company, like any other cooperative, rests with the member shareholders through a board of directors. Voting is usually on the basis of shares of stock.

Many mutual irrigation companies are small enough that the secretary is also the manager and ditch tender. Others are large enough to require a sizable staff. Perhaps the most important duty of these companies is responsibility for the allocation, distribution, and delivery of water. Water is delivered either on rotation, demand, or continuously.

While irrigation is indispensable in the more arid States, farmers in other parts of the country are finding that just the right amount of assistance to the rain gods at just the right time can increase yields substantially. A standby mutual irrigation company could be one means of supplying that assistance.

### Grazing Associations

Since the early 1900's livestock producers have teamed up with the Federal Government to use, and improve while using, certain public and private land. Often this teamwork has been through cooperatives.

#### On Public Lands

In 1934, Congress passed the Taylor Grazing Act. This authorized the Secretary of Interior to set up grazing districts which, in his judgment, should be used for grazing livestock or raising forage crops.

The machinery for setting up grazing districts was fairly simple. Because they usually included both public and privately held land, public hearings on feasibility of the proposed districts were held. If found to be feasible, the Secretary of Interior issued rules and regulations designed to insure that the objectives of the Act respecting the districts would be met.

These objectives are to: (1) Regulate occupancy and use; (2) preserve the land from abuse; (3) develop the range in an orderly manner; and (4) protect and rehabilitate the grazing areas, and stabilize the livestock industry dependent on use of public land at the time the Act was passed.

Once a grazing district was approved, the Secretary issued grazing permits

for use of the land in a manner to carry out the objectives of the Act. Livestock producers were permitted to form national grassland cooperative grazing associations under State law and obtain grazing permits. These permits were issued for up to 10-year periods, subject to renewal.

In addition, grazing leases are sometimes issued on scattered tracts of public lands lying outside of organized grazing districts.

Permit holders, who may be individuals, groups, cooperatives, or corporations, pay grazing fees set by the Secretary. They also carry out such range improvement practices as building fences and reservoirs.

There are over 600 of these grazing associations, whose members are sheep or cattle producers. Currently there is increasing interest in organizing additional associations.

#### On National Forests

Since the early 1900's, grazing associations and others have been using certain areas of our national forests.

The authority of the Secretary of Agriculture to permit, regulate, or prohibit grazing in the national forests emanates from the Organic Administration Act of June 4, 1897, and the Granger-Thye Act of April 24, 1950. This authority has in turn been dele-

gated to the Chief, Forest Service, by Secretary's regulations.

Livestock grazing in the national forests is administered under a permit system. The permits may be issued to individuals, partnerships, corporations, or grazing associations, usually for a 10-year period.

In some instances grazing agreements are entered into with grazing cooperatives. Under these agreements, the grazing use of the Government lands is fully coordinated with the use of the lands belonging to or controlled by the association or its members. These types of agreements are prevalent on most of the National Grasslands which were incorporated into the National Forest System in the early 1950's.

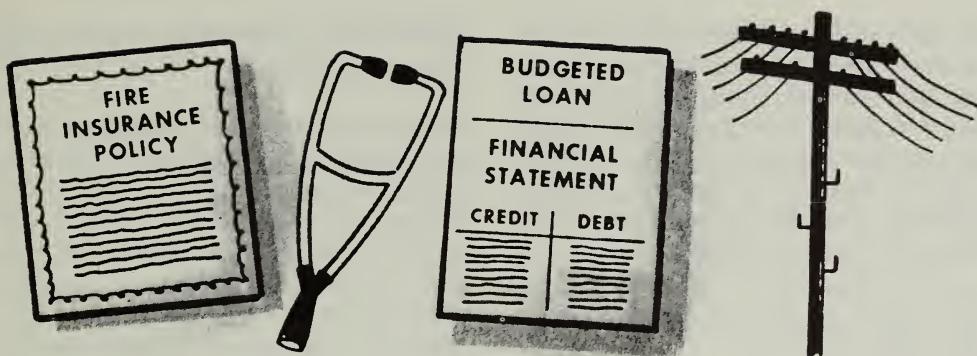
It has been a longstanding policy of the Forest Service to cooperate closely with the livestock industry and with the grazing users in administration of grazing use of National Forest System lands. The Forest Service has sponsored more than 700 local livestock associations and advisory boards. These have played an active part in developing policies and plans for managing livestock on the national forests.

Many of these local associations have been established to provide a cooperative working group to manage the livestock owned by individual members which grazed in common on a

particular area of range known as a range allotment. These associations work closely with the forest ranger in developing plans of management for the grazing allotments involved. They either provide money through assessment to hire riders, distribute salt, maintain improvements, and do other management work, or they agree upon how this work will be done by the various association members. Many of these associations were established in the early 1900's and have been functioning continuously since that time.

In addition to these local associations, the Forest Service has sponsored a number of advisory boards. These boards are generally formed to get representative coverage of a national forest or a subdivision thereof. The membership of the board is selected by the majority of people who hold grazing permits.

These boards make recommendations as to policy and plans. They also serve in an advisory capacity to the forest supervisor when individual permittees believe they have been aggrieved by some action of the local forest officers.



## **Cooperative Services Contributing to Convenience, Comfort, Safety, And Health**

In discussing cooperatives, we usually pay the most attention to ways in which they contribute to our income. But there are some cooperatives that provide services only indirectly related to the way we make our living. These cooperatives help make our lives a little more comfortable in one way or another. Let's see how they do it.

### **Health**

In some sparsely populated areas it has been difficult to attract and hold competent doctors and medical facilities. But with increasing awareness of the importance of good health and skilled doctors has come the de-

velopment of rural health cooperatives. By pooling members' resources, these associations have been able to build clinics, attract good doctors, and devise medical programs keyed to the needs and incomes of the members.

Similarly, city people in a number of communities have organized health cooperatives to provide specialized medical services, equipment, and medicines.

Health cooperatives are like most other cooperatives in being formally incorporated, and democratically owned and controlled. The members elect a board of directors to establish policy and employ a business manager. Because of the nature of the services provided by a health cooperative, doctors on the staff control the medical aspects of the association and may consult with the board from time to time on policy matters.

The health cooperative serves the staff doctors as well as the members,

in the sense that doctors are freed from administrative problems, finances, housekeeping details, and other distractions ordinarily associated with professional practice. The doctors can spend full time being doctors. In some instances, they have access to highly specialized and expensive equipment which is beyond the reach of the individual medical practitioner.

#### Electric and Telephone Cooperatives

Today, nearly every family in rural America has electric light and power, thanks in substantial degree to the Rural Electrification Administration (REA) and to member-owned rural electric cooperatives. Many also have telephone service, thanks to REA and telephone cooperatives.

Electric and telephone cooperatives are like other cooperatives in most respects. They are democratically controlled, they provide services at cost, and they exist for the sole purpose of providing service for their member-owners. But they differ from other cooperatives in two major respects. Since both electric and telephone cooperatives have exclusive right to serve specified rural areas in most States, anyone living in those areas who wants electric or telephone service must become patrons, and thus members of the cooperative. Another difference from other cooperatives is in the use of Government

financing by the rural electric and telephone systems.

The cooperative is a good credit risk. The electric cooperative has borrowed--as an average--a total of \$4.7 million from REA in several loans, and it has made payments of principal and interest amounting to over \$2.2 million. Net worth of the average electric cooperative as of December 31, 1965, stood at \$1,156,000 or 28.7 percent of its total assets. Figures for cooperatives in the newer REA telephone program are lower but the record is equally good.

#### Rural Electric Service

In 1935 the REA was created to help farm families and other rural people get electricity on a continuing basis. A year later, Congress passed the Rural Electrification Act. This legislation authorized REA to make loans in an amount determined annually by Congress, for the construction of facilities to serve persons in unserved rural areas. These loans are for a maximum period of 35 years.

REA also offers its borrowers technical assistance in engineering, accounting, and management development.

Most REA electric borrowers are rural electric cooperatives. About 930 of these nonprofit organizations are active borrowers. Each is an independent, locally-owned business en-

terprise, incorporated under laws of the State in which it operates.

Membership.--Nearly all consumers served by an electric cooperative are members. They share ownership of the electric system and have a voice in its operation. There are, altogether, close to 5 million owner-members of these cooperatives. Each member has one vote in the election of the board of directors and in any other decisions brought up at the annual meeting of the organization.

Members of rural electric cooperatives pay a membership fee of \$5 to \$10 which is generally returnable in case the member leaves the area. Ownership investment, in place of shares of stock, accumulates for members from any amounts in excess of the cost of service which they pay in their monthly billings.

Electric Rates.--The charge for electric service from an electric cooperative is set at a level to cover the cost of providing the service, plus an amount to repay the REA loan on schedule and a small margin to assure sufficient operating capital and reserves.

Retail rates depend to a great extent on the wholesale cost of power. REA has lent its position in the negotiation of power contracts which will give the cooperatives a better opportunity to serve their members. The result of these efforts is a drop in the av-

erage cost of service to the consumer from more than 5 cents per kilowatt-hour in 1941 to less than 2 cents per kwh in 1966. There were 151 rate reductions by REA borrowers last year, bringing the total rate reductions during the 1962-66 period to 496 for a combined annual savings to rural consumers of \$16.8 million.

This is in line with REA's long-range objective of parity service and rates for rural consumers, so that people who live on farms and in small towns are not penalized by having to pay higher rates than they would have to pay if they lived in adjacent cities.

The bylaws in most electric cooperatives specify what shall be done with margins which remain after payment of all expenses. Some organizations return the margins in the form of rate reductions, others as cash patronage refunds. Most rural electric cooperatives have written into their bylaws a provision for "capital credits." This is known among other types of cooperatives as a "deferred patronage refund."

Rural electric cooperatives operate in most of the 3,072 counties of the United States. The smallest of these enterprises serves 35 member-owners in a single valley in Arizona. The largest serves 34,000 members spread across seven parishes of Louisiana.

The typical rural electric cooperative serves about 5,800 members located

in rural areas of 3 counties. It has an average of 3.5 consumers per mile of line. Some 91 percent of the meters are located on farms and in non-farm residences. The remaining 9 percent are at schools, churches, and rural business firms and industries in the service area.

Power Source.--The typical electric cooperative is about 28 years old. It probably buys its wholesale supply of power from a nearby power company. Many, however, buy their wholesale power from a public agency or from a power supply cooperative. At the beginning of 1967 there were 43 of these power supply cooperatives, owned in turn by distribution cooperatives.

Member Relations.--Membership of the typical electric cooperative turns out once a year, usually in late summer, for an all-day meeting. At that time, the officers and the manager report to the members on progress and problems. The members vote to fill board vacancies, and the board of directors (usually nine) then elects officers from its own ranks.

The typical electric cooperative publishes a monthly newsletter which is mailed to its members, or keeps its members informed about the cooperative through the newspaper or magazine of a statewide association of electric cooperatives which is published and mailed once a month.

Besides being a member of a state-wide organization, the cooperative also belongs to the National Rural Electric Cooperative Association, a trade association with offices in Washington, D.C.

#### Telephones

In addition to the nearly 1,000 rural electric cooperatives, about 230 telephone cooperatives have borrowed money from REA to extend and improve service in rural areas. Loan terms for telephone borrowers are similar to those for the electric systems. Like the electric cooperatives, these enterprises are owned and operated by the people they serve. Telephone cooperatives provide modern dial service to roughly half a million subscribers.

#### Cooperative Farm Insurance

Cooperatives organized to offer fire insurance protection to farmers are called mutual fire insurance companies. It has been estimated that these companies carry over 50 percent of all the fire insurance coverage on farm buildings in the United States.

Mutual fire insurance companies have served Americans for more than 200 years. In 1752, Benjamin Franklin helped to start what may have been the very first one in North America, a mutual insurance cooperative with the imposing title of Philadelphia

### Contributanship for the Insurance of Houses from Loss by Fire.

Early farmers' mutual fire insurance companies operated on an assessment basis. That is, members shared losses on property damaged by fire.

When these mutual fire insurance companies were small, assessments were made after each loss. Most mutuals today operate on an advance assessment basis, as do other types of insurance companies.

Many farmers' mutual fire insurance companies started operating in rather small areas, such as a township or a county. In recent times these companies, while continuing to serve rather restricted areas, spread the risk by reinsuring with similar companies in other areas, or with specialized mutual reinsurance companies. This has the double advantage of avoiding failure should a disaster such as a tornado hit the area served, and permitting the company to write large policies.

Farmers' mutual fire insurance companies are true cooperatives. Policyholders, who are the members, own the company and control it through a board of directors.

At one time directors acted as representatives and actually wrote up insurance applications. Today the trend is to have this done by paid employees. As in many other coop-

eratives, the secretary is also the manager, running the day-to-day affairs of the company.

Farmers' mutual fire insurance companies have been leaders in fire prevention work. They may make periodic inspections of insured property, and almost always check for the presence of potential fire hazards prior to issuing a policy. They publish and distribute educational material on fire prevention.

### Credit Unions

A credit union is a cooperative whose services include encouraging thrift, teaching the wise use of money, and providing a source of loan funds at reasonable rates. It is an organization chartered and supervised either by a State or by the Federal Government through the Bureau of Federal Credit Unions.

While there are over 22,000 credit unions in the United States, only about 800 are located in rural areas. However, this number is growing as farmers and other rural residents become acquainted with them.

Membership in a credit union is limited to persons having some common bond such as working in the same plant or belonging to the same organization. A person becomes a member by applying for membership, and paying a nominal entrance fee of 25 cents.

Credit unions in the United States began in 1909 when Massachusetts passed the first State credit union law. Most of the other States now have similar laws.

In 1934, Congress passed the Federal Credit Union Act. Its provisions are similar to many State credit union laws.

Members control a credit union through a board of directors and a credit committee, elected annually.

No credit union officer except the treasurer, who acts as manager, draws any pay. Often the treasurer serves without pay, or at best a very nominal salary, especially when the credit union is starting.

Members' savings are called shares. Share deposits may be made in amounts as small as 25 cents and may be withdrawn at will under most circumstances.

From funds saved by members the credit union may make loans to members. Repayments are made on a mutually agreed upon schedule, with interest charged only upon the unpaid balance of the loan outstanding. Loan applications are reviewed for approval by a credit committee elected by the members.

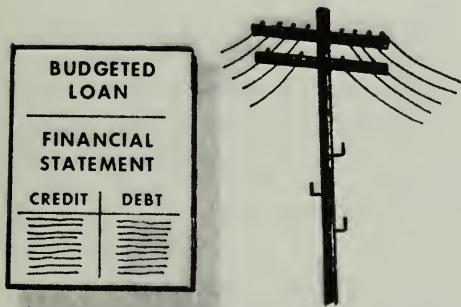
Net income from lending operations is usually distributed to members as share dividends, after adequate reserves have been set aside.

A great many credit unions serving rural areas have been sponsored by farmer cooperatives, which often provide office space on the premises. Since credit unions do not normally require outside financial support, and because their existence promotes employee morale and efficiency, other cooperatives find it useful to give a helping hand.

In recent years credit unions have been used increasingly as one weapon in the War on Poverty. Because of the self-help nature of credit unions they are particularly useful in programs to help low-income people. A number have been started in low-income housing projects and neighborhoods as part of a community action program providing a number of services.

New credit unions also serve handicapped persons whose income is lower than average, and interest in credit unions to serve organizations of "senior citizens" is growing.

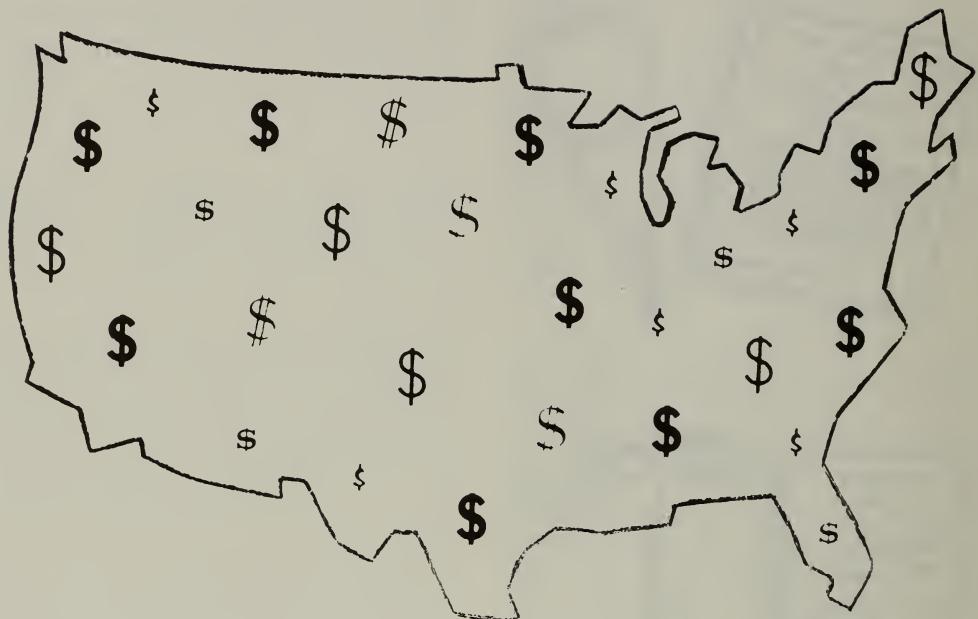
Most credit unions belong to the State Credit Union League in the State in which they are situated. This is a type of trade association whose members are individual credit unions. The



leagues assist individual credit unions with special problems and help new groups desiring to organize.

Serving credit unions in all States and many foreign countries is CUNA International, Inc., (formerly Credit Union National Association) a worldwide association. CUNA provides educational material and assistance.

## **Nationwide Cooperative Credit Services**



With the assistance of Congress, farmers in the United States have developed their own cooperative credit system to the point where it is possible for them to obtain much of their credit needs from this system.

From a functional standpoint, the system provides farmers four kinds of credit. Farmers get long-term loans primarily to buy land and re-finance debts. They get intermediate-term loans for equipment and capital improvements. They get short-term

loans for farm operating expenses. Farmer cooperatives get long-term, intermediate-, and short-term loans for their development and operation.

The system is composed of three units authorized by Congress over a period of 16 years beginning in 1917. One unit is made up of 12 Federal Land Banks with some 700 local affiliated Land Bank Associations. A second unit consists of 12 Federal Intermediate Credit Banks with about 460 local affiliated Production Credit As-

sociations. The third unit has a Central Bank for Cooperatives and 12 District Banks for Cooperatives.

Farmers and their cooperatives have borrowed \$87 billion from the System since it began operations in 1917. They borrowed over \$8 billion in 1966.

#### **Farmer Control**

Farmers have a voice in the control of their credit cooperatives at the local, district, and national levels. Farmers elect the boards of directors of the land bank and production credit associations.

Through these local boards, they elect four of the seven Farm Credit board members in each District. In addition, cooperatives borrowing from the Banks for Cooperatives elect two directors. The District board makes policy and hires management for the District banks.

The local boards also make nominations for the District representative on the Federal Farm Credit Board in Washington. The President of the United States makes his appointment from the three nominees in each District.

The function of the Federal Farm Credit Board is to employ and direct the Governor of the Farm Credit Administration and to determine broad general policy.

The Farm Credit Administration, an independent Government agency, supervises the Cooperative Farm Credit System. This supervision includes periodic examinations of each of the System's banks and associations. All the expenses of the Farm Credit Administration are assessed against the banks and associations it supervises.

Although the Federal Government helped start the System, ownership now is largely in the hands of farmers. The principle of farmers gradually becoming the owners of the System was contained in the original Farm Loan Act passed in 1916.

#### **Federal Land Banks**

The 12 Federal Land Banks were initiated by Act of Congress in 1917. These banks and associations supply the Nation's farmers with about 20 percent of their long-term mortgage credit.

Each Federal land bank association is a separately chartered organization of member-borrowers, operating under its own bylaws. Each has its own board of directors elected by and from its members. The board of directors selects its own officers and employees who are responsible for the day-to-day operations of the association.

Local Federal land bank associations consider applications and recommend to their District Federal Land Bank only those loans the association is

satisfied will be safe, sound, and serviceable. The associations are responsible for handling the loan until it is completely repaid.

#### Membership Requirements

A person becomes a member when he successfully qualifies for a land bank loan. A person is eligible to apply for a loan if he is engaged in, or is shortly to become engaged in, farming operations, or derives the principal part of his income from farming. Part-time farmers are also eligible borrowers, as are corporations primarily engaged in farming.

Each member of a Federal land bank association purchases stock in the association. The association in turn purchases stock in the Federal land bank. This enables farmer-members to become owners of the Federal land bank in each Farm Credit District.

The member's stock in the association is his personal property. He pledges it with the association as additional collateral for his loan.

The associations have accumulated substantial reserves which protect the members' investment.

When a Federal Land Bank loan is paid in full, the stock in the bank is retired in cash at par--\$5 a share. The association then retires the member's stock in the same manner. In

this way the ownership of the System is confined to its users.

Funds used in the lending operations of the Federal Land Banks are obtained chiefly from the sale of consolidated Federal farm loan bonds to the investing public through the office of the Fiscal Agent in New York City.

These bonds are in no way guaranteed by the Federal Government. They are secured by the first mortgages held by the banks and are considered a prime investment in the money markets. The Federal land bank associations and the Federal Land Banks serve to bridge the gap between investors and farmers needing long-term credit.

#### **Federal Intermediate Credit Banks**

Congress organized 12 Federal Intermediate Credit Banks in 1923. These banks did not then, nor do they now, loan directly to farmers. Rather, they are banks of discount--credit wholesalers.

In 1933, the need for making more credit readily available to farmers was acknowledged when Congress paved the way for setting up local production credit associations throughout the country.

Some 460 of these associations, with the help of the intermediate credit

banks, provide about 14 percent of the short-term operating and intermediate-term credit for capital improvements used by farmers today. All but two of the associations are now entirely farmer-owned.

Control of the association is in the hands of the farmers and ranchers who use it. Each member has one vote. To keep control in the hands of the users, stock owned by members who do not borrow from their association for 2 successive years is converted to non-voting investment stock.

Farmers run their association by electing a board of directors composed of farmer-members who are eligible to borrow from the association. Thus, all directors are engaged in agriculture. The board of directors selects the manager of the association.

While a Federal land bank association acts only as an agent of the district Federal Land Bank, a production credit association exercises full responsibility for making, servicing, and collecting loans, and also bears the risk of loss on them.

The manager, under the general direction of his board, is in charge of the day-to-day operations of the association and its staff, and his duties cover a wide range of association activities.

A farmer becomes a member of the local production credit association when he takes out a loan. In becoming a member he buys Class B (voting) stock equal to about 5 percent of the loan. He can borrow any amount which the association's loan committee feels he can use constructively and repay.

When members repay their loans, they can sell their stock to other members who need to buy stock. However, members usually retain their Class B voting stock so that they can use it when they need a new loan. If, after 2 years, a member has not borrowed from the association, his stock is converted to Class A, which is non-voting stock.

About 10 percent of the loan funds used by the production credit associations comes from accumulated reserves or the member-borrowers' investments in their association. The balance comes from private investors, raised through the sale of securities by the 12 Federal Intermediate Credit Banks with which the PCA's are affiliated.

The responsibility of the 12 intermediate credit banks goes beyond the point of merely providing loanable funds to the production credit associations. These banks act in the role of supervisor and assist the local associations in their respective districts in other ways.

The supervisory functions are designed to help associations maintain

a sound and constructive credit service and also to protect the members' investments in their credit system.

### Banks for Cooperatives

Organized under the Farm Credit Act of 1933, the purpose of the Banks for Cooperatives is to provide a permanent, specialized credit and business service at cost on a constructive basis for farmer cooperatives.

There are 12 regional Banks for Cooperatives serving farmer cooperatives in their respective Farm Credit Districts. A Central Bank for Cooperatives is in Washington, D.C. It participates with the district banks in financing larger loans.

### Membership

A farmer cooperative becomes a member of a Bank for Cooperatives by borrowing from it. When it does, the association invests in the capital stock of the bank on a continuing basis in proportion to the interest it pays on its loans.

To be eligible to borrow from a Bank for Cooperatives, a cooperative must be an association in which farmers act together in performing one or more of the following:

1. Processing, preparing for market, handling, or marketing farm products.

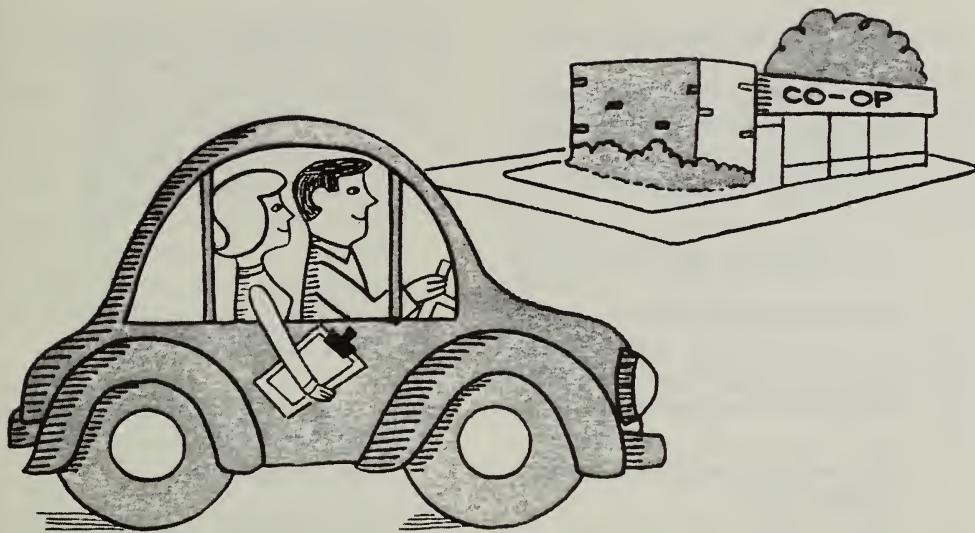
2. Purchasing, testing, grading, processing, distributing, or furnishing farm supplies.
3. Furnishing farm business services.

It is also necessary that an association be operated for the mutual benefit of its members and that it does at least as much business with members as with non-members.

If voting is on other than a one-member, one-vote basis, dividends on its stock or membership capital must be limited to 8 percent a year. Further, 90 percent of the voting control of a cooperative must be held either by farmer-members or by associations owned and controlled by farmers.

The Banks for Cooperatives provide over half of the credit used by farmer cooperatives. The associations use Bank for Cooperative loans for purposes that will keep farmer cooperatives modern, efficient, and able to provide needed services for their members. A loan might be to buy a plant site, purchase new equipment, build a new building, or store commodities, or it might be for operating capital and other productive purposes.

Along with making loans, the Banks for Cooperatives offer counseling services to cooperatives. The Banks have experienced personnel available for this added assistance.



## **Canvassing Cooperatives In Your Area**

An easy way to learn more about cooperative agribusiness firms as they are today is to visit and inquire about those serving your own area. Some cooperatives are headquartered in large cities. Most have plants or offices in smaller towns or rural communities.

See how many cooperatives you can name serving an area that lies within a radius of 10 miles around you. What would you like to learn about these cooperatives and who would you ask about them?

Some questions can be asked of members. If there is a member of the cooperative board of directors living in your vicinity, he would be ideal as a source of information. You might talk to a cooperative fieldman when he is visiting in your area, an office manager of a local cooperative, a public relations director of a regional organization.

You might be invited to attend a membership meeting held in your area. You can learn many facts from reading several issues of a cooperative's magazine, newsletter, or newspaper.

In surveying a cooperative, what are the important things to learn about it? Here are a few:

1. What services does it perform?
2. What other firms or companies provide similar services? What was the need that led to organization of the cooperative?
3. What types of patrons are its members? Do they regularly patronize it? Do they represent a substantial percentage of residents in the area who are eligible for membership?
4. What are the requirements for membership?
5. Is there a membership agreement--a marketing agreement if it is a marketing association?
6. How is such an agreement enforced? Successfully?
7. Is the cooperative centralized or federated in its membership structure?
8. How are patronage refunds distributed? How is the patron informed of his contributions to the cooperative capital structure? Of his revolving fund credits?
9. Are dividends paid on revolving funds? On capital stock? What rate?
10. How long is the revolving fund cycle?
11. If it provides a marketing service, how do total returns to patrons compare with those paid by competing firms? If it provides a purchasing service, how do operating costs compare with those of competing firms? If it provides other services, how do costs or charges compare with those of competing firms?
12. Is the cooperative expanding in volume of business or in services performed?
13. Is membership growing or diminishing? Why?
14. Are directors respected in their communities as reliable, responsible, and public spirited men?
15. Does the cooperative appear to be progressive or is it inclined to "follow the leader"?
16. Are members loyal in their attitude toward the cooperative? Do they speak well of it?
17. What services does the cooperative provide?
18. If it is a marketing association, does it sell primarily to wholesalers, retailers, or both? Does it export products to other countries?

19. Does the cooperative own or operate such assets as refineries, oil wells, fertilizer plants, feed mills, dried milk plants, canneries, slaughterhouses, poultry dressing plants, irrigation canals, research laboratories, computers?
20. Does the cooperative allow members to buy supplies on credit?

You may be unable to find answers to all these questions at one time or from one person. All the answers you do get will, however, contribute to your knowledge of the association and help you evaluate its contribution to your community.

The things which you learn about one cooperative may not be true of another. Cooperatives throughout the Nation differ widely in services performed, number and resident area of members, financial management and operations, size of staff, number of directors, and concentration of membership.

They all have three things in common, however:

1. Operation on a cost-of-doing-business basis,
2. Limited dividends on invested capital, and
3. Democratic control.

#### A Co-op for Your Group

If you are a member of Future Farmers of America, 4-H Club, or other group, you may find that membership in a cooperative serving your area would be helpful to your group or to you in your supervised farming project. You would then have a practical purpose in your inquiry.

It would be necessary to determine whether the cooperative considers you or your group as a whole eligible for membership. What type of cooperative service could your group use?

It might market eggs, poultry, hay or other crops or livestock produced on a chapter farm. It might purchase feed, seed, fertilizer, spray, petroleum products, or containers. It might provide some needed related service such as custom pest control.

If your group joins a cooperative, every member should be aware of the obligation of members to provide capital to the cooperative business in proportion to their patronage of it.

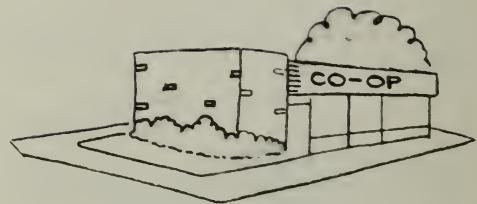
Membership carries advantages; it also carries responsibilities. Group members should keep informed regarding the cooperative's policies and operations, should attend membership meetings, or at least your group should be represented at them. Your members should vote for directors and in all elections of the organization. Cooperative members should



be active, interested, supporting, and informed.

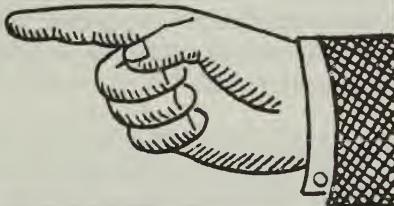
In some chapters or clubs, each incoming member pays a small membership fee and may purchase a revolving fund credit from a graduating member. Some chapters with a farm belong to several cooperatives.

For their members, cooperative activity is part of the learning process. It unites group members in a common effort and business interest; it may yield savings to group members.





AGRIBUSINESS  
NEEDS YOU



## **Careers in Agribusiness**

Your interest in agribusiness may be academic or it may be as a prospective part owner of a cooperative. You may even find you are a prospective employee.

It is obvious from the range of activities in agribusiness that it spells great opportunities for young people with agricultural experience, inter-

est, training, and a bent toward a career in business and management.

Practical farming, too, because of its complexity, requires far more knowledge, skills, managerial ability, and capital than it used to.

One agribusiness leader predicted in the mid-sixties "...a generation hence the most severe shortages in America may be in men and women trained to produce and handle food and fiber..."

He added, "If population estimates are correct and our population increases to 361 million within the next 35 years, agribusiness will need to double its production and processing capacity merely to maintain our present nutritional level."

Where will the people needed to manage agribusiness growth and expansion come from?

Educators report that the number of students enrolling in colleges of agriculture, as a percentage of total college enrollment, has been steadily declining for the last 25 years.

It is estimated that agribusiness offers job opportunities for 13,000 to 15,000 agricultural college graduates each year, yet the Nation's agricultural colleges are turning out only about 8,500 annually. Few, if any, businesses offer career opportunities as challenging as agribusiness.

Many agribusiness firms, particularly farmer cooperatives, offer work opportunities for vocationally trained young people at the technician and skilled level where farm background is valuable. Many area vocational schools, junior colleges, and technical institutes offer programs leading to agribusiness careers.

#### Choice of Careers

In addition to farming and ranching, job opportunities in agribusiness in-

clude careers in research, conservation, industry, business, education, communications, and a long list of services. Job counselors say there are more than 500 distinct occupations in eight major fields of agriculture.

There are jobs in agribusiness management; office training; agrichemicals and fertilizers; sales and services; technician (animal science); agricultural technician (plant science); agriculture sales technician; farm equipment mechanics; farm management; nursery; landscape technology; technical agriculture; agricultural credit representative; animal caretaker (high level technician); local cooperative management trainee; dairy quality control; grain technicians; elevator and feed operations; laboratory aid or technician-veterinarian; seed technology; canning industry-factory mechanics.

And because agribusiness covers such a wide range of activities, there are opportunities in it for young people, regardless of whether they have lived on farms. An increasing number of these opportunities are in the Nation's farmer-owned cooperatives.

#### Education Requirements

In the great variety of occupations in agribusiness, the necessary qualifications are as varied as the positions available. There are places for high school graduates, for business school

graduates, for individuals trained as specialists, and for college graduates.

As in all other types of business, the responsibilities assigned, the authority given, and the salary paid are roughly commensurate with the extent of the employee's education. While many agribusiness employees do not possess college degrees, college graduates are preferred for administrative posts. Directors of research or research analysts usually hold a Ph. D. degree.

People with business college training are needed on accounting staffs, as stenographers and secretaries, and as office managers. College graduates with some knowledge of the commodities being handled by a cooperative are generally preferred as fieldmen. In addition to formal training, experience is desirable for the several department heads in a cooperative in their respective fields such as feed, sales, production, transportation, and procurement of supplies.

College training in journalism is an advantage to an editor or publications director.

Many agribusiness firms employ a credit manager. He should have a thorough knowledge of members' monetary needs and earnings and of sound financial procedures.

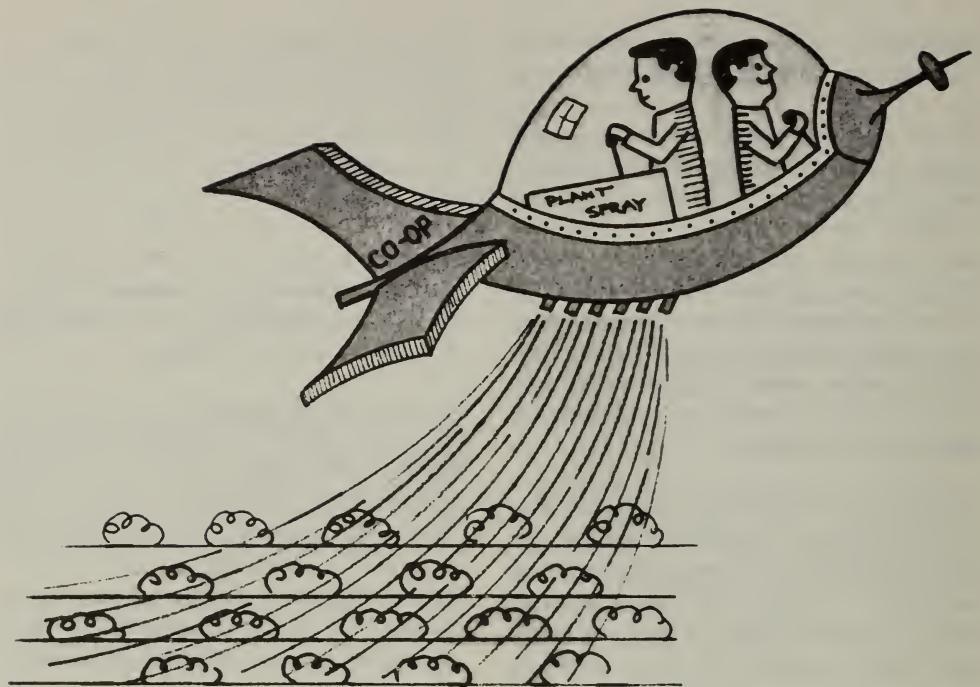
A few firms maintain a research department. This department may be

concerned with economic research, product research, consumer preferences and acceptance, or operating techniques and problems.

Usually the manager of a cooperative or other agribusiness firm handles much of his public relations through published material, contacts, speeches, articles, and entertainment of guests and visitors. Some larger firms employ a public relations director, and many cooperatives have an employee who specializes in member relations.

Next to a good education, the most important qualification for an agribusiness employee is perhaps the realization that the business firm will prosper only if it serves patrons efficiently and adequately.

Sincere interest in the field of business or service in which the firm is engaged, a liking for people and understanding of differences in attitudes and problems, willingness to work diligently, suitable educational preparation, and genuine friendliness of manner are probably the most sought after characteristics in prospective co-op and other agribusiness employees.



## **Cooperatives in the Years Ahead**

Cooperatives are already in the forefront in bringing technological changes to the business of agriculture, and the vanguards of tomorrow and beyond are beginning to appear. These developments indicate that cooperatives will become more and more important in producing agricultural products, and in getting the products to consumers.

In the years ahead, the need for agricultural producers to tap the mainstream of all sorts of skills and scientific advances will be even more urgent than in the past. If the producer goes it alone, he needs to be a financial and management analyst for his own enterprise; a soils, crop, and livestock scientist; a cultural and harvesting expert; a marketer; a purchasing agent; an engineer and machinery expert; and have some

knowledge of many other technical professions.

One man alone finds it difficult to keep up with the new knowledge coming on the scene so swiftly. Just as other businessmen, he increasingly has to depend on hiring this professional competence and capability--sharing the part-time services of experts in many different fields.

Few farmers are able to afford their individual set of experts. But they can cooperatively.

As a forerunner of the future, a few cooperatives already have a service where growers use direct dialing to phone the headquarters office hundreds of miles away, with charges reversed, to ask specific questions on their farming or co-op operations. The question is tape recorded, moved swiftly to the proper expert, and the answer mailed back within 24 hours.

The dozens of research farms growers now own and operate through their cooperatives will be even more important in the future. These farms can take the basic research from the Department of Agriculture and others, test and adapt under actual farming conditions, and then demonstrate to growers and co-op personnel those results that can aid the grower.

Requirements in processing and marketing farm products are constantly changing, and the cooperative is one way farmers can meet these require-

ments while retaining control of their products.

Cooperatives are the added arms farmers need more than ever for financial survival in the upcoming age. The cooperative gives them a useable business and scientific intelligence to draw from as well as an apparatus with sinews strong enough to make their weight felt in their buying and selling areas.

One farmer alone could indeed be a weak voice lost in tomorrow's vast marketplace. But the voices of many--speaking in unison--can have an impact.

In all aspects of agribusiness, the farmer tomorrow and beyond faces many exciting challenges and questions.

Will the desalinated waters of the oceans and the seas flow inland to water the land? And will producers have some control over use and cost of this water?

Will hydroponics become a threat to farming as we know it today or a blessing wisely used to better feed the people?

And as these or other things come to pass, will the farmer be priced out and moved out of his own business?

Or will he find ways to survive--by adapting his cooperative to his needs or by other forms of endeavor?



## **Cooperatives In Review**

Now that you have finished reading this circular you should have a better understanding of what cooperatives are, and of the part they play in the American private enterprise system.

The following questions cover the main points you should know about cooperatives. If you can answer them, you have a very good understanding of the role of cooperatives in agribusiness.

60

1. What are the three ways of doing business in the United States? Discuss.
2. Which of the three ways is the one usually used by cooperatives? Why?
3. Describe and discuss the three basic principles of all cooperatives.
4. A cooperative is usually incorporated. In what respects is a cooperative like ordinary corporations? In what respects different?



5. What are the advantages of incorporating a business firm?
6. Many people think that cooperatives are just for farmers. But we have learned that cooperatives are for city people too. Give examples of cooperatives that serve city people.
7. Is there any difference in the basic characteristics of cooperatives that serve farmers and those that serve city people? Discuss.
8. What are the two basic legal documents of a corporation? What do they do?
9. How is a cooperative managed and controlled? Describe the four groups of people involved in the operation of a cooperative. What are their respective roles?
10. How does a cooperative get the money it needs?
11. What is the Farm Credit System? Describe it.
12. What is the Rural Electrification Administration?
13. List and describe four kinds of services provided by cooperatives.



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## Reference Materials

More detailed information on particular aspects of cooperative organization, operation, and services is contained in other publications of the Farmer Cooperative Service listed below. Single copies of these publications may be obtained by writing to the Farmer Cooperative Service, U.S. Department of Agriculture, Washington, D.C. 20250.

The American Private Enterprise System. Educational Aid 5.

What Are Patronage Refunds? Information 34.

Ways Farmers Do Business. Educational Aid 8.

Farmer Cooperatives - Farm Business Tools. Agricultural Information Bulletin 275.

Basic Cooperative Features. Bulletin Reprint 3.

Agricultural Cooperation - Pioneer to Modern. Bulletin Reprint 4.

Financing Farmer Cooperatives. Educational Circular 5.

Using Your Rural Credit Union. Educational Circular 16.

Managing Farmer Cooperatives. Educational Circular 17.

How To Start a Cooperative. Educational Circular 18.

Sample Legal Documents for New Cooperatives. Educational Circular 19.